



*Delaware Health
And Social Services*

DIVISION OF MANAGEMENT SERVICES

PROCUREMENT

DATE: December 6, 2010

HSS-11-014

Health Care Reform and Benefit Exchange Planning Consultant Services

for

Division of Medicaid and Medical Assistance

Date Due: January 7, 2011
11:00 A.m. ET

ADDENDUM # 2 Questions and Answers

PLEASE NOTE:

THE ATTACHED SHEETS HEREBY BECOME A PART OF
THE ABOVE MENTIONED RFP.

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| QUESTION NUMBER | RFP SECTION | PAGE | QUESTION | ANSWER |
|-----------------|-------------|------|---|--|
| 1 | | | Please provide a list of the firms that submit questions and/or that have contacted the Health and Social Services Division of Medicaid and Medical Assistance in response to RFP HSS-11-014. | The State does not release this information prior to the bid opening. |
| 2 | | | Is it possible for the State to provide a copy of its grant application? | The project narrative and proposed workplan are attached to this document and will be posted on the DHSS website in the near future. |
| 3 | | | Would the successful offeror awarded this procurement be precluded from bidding on and/or be awarded additional Health Benefit Exchange work or follow-on work based on the recommendations presented during this engagement? | The company awarded a contract as a result of this procurement will not necessarily be excluded from bidding on additional HBE work based on recommendations presented during this engagement. It will depend on the implementation phase tasks and how they are bundled into one or more procurements. At the same time, the State makes no commitment that future work will be awarded to the company selected through this procurement. The State can envision scenarios where the planning vendor may be excluded from bidding on some aspects of implementation and scenarios where the contractor would not be excluded from bidding follow-on work. |
| 4 | | | Can the state confirm if a vendor participates in planning activities under this RFP if they would be precluded from any implementation work of Health Benefits | See the answer to Question #3. |
| 5 | | | Will the selected bidder for this RFP be allowed to bid on future RFPs relating to the implementation and maintenance of the Delaware Health Benefit Exchange? | See the answer to Question #3. |
| 6 | | | Does the State have tentative date(s) for when oral presentations by the consultants may be scheduled? | No. The State is aware of the tight timeframe and the potential conflict with holiday schedules. The State will work to reasonably accommodate bidders in the event that oral presentations are needed. |
| 7 | | | Does DMMA staff have access to videoconferencing ability at the New Castle office location? | Videoconferencing is available on the DHSS Holloway Campus in New Castle. |

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| 8 | | | Is there a desired page limit to the Technical Response excluding the required forms? | There is no page limit. |
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| 9 | | | Please confirm that bidders are required to bid the entire scope, using subcontractors as necessary. | Yes, bidders are required to bid the entire scope, using subcontractors as necessary. |
| 10 | | | Working groups for Exchange planning are referenced several times throughout the RFP. Has the State already formed the workgroups, or will the consultant have the flexibility to work with the State in refining a workgroup structure? Who does the State envision are/will be members of the workgroups and how will membership be determined? | The State has begun the process of forming workgroups but anticipates refining the workgroup structure/composition with the consultant. |
| 11 | | | The State does not explicitly reference consideration of the Basic Health Program. Does the State expect analysis of the Basic Health Program to be part of this project? | Not at this time. |
| 12 | | | Does the State currently possess a state survey on the uninsured, or is it expected to be part of this scope. If the State possess a current study, please describe the elements included. | Surveys of the Uninsured in Delaware have been conducted by the Delaware Health Care Commission and may be found at: http://dhss.delaware.gov/dhss/dhcc/files/delawareanswithouthealthinsurance2008.pdf |
| 13 | | | Does a market study exist for the insured markets in Delaware? | No. |
| 14 | | | May an offeror propose contingent employees or are the proposed personnel required to be employees of the primary or subcontractor at the time of proposal submission? | A bidder may propose contingent employees. The bidder must provide a commitment letter signed by the contingent employee which must be included in the proposal with the contingent employee's resume. Also see the answer to Question 54. |
| 15 | | 1 | The RFP States "... until 11:00 AM local time December 17, 2010 at which time the proposals will be opened and read." Will this be a public opening? | This is a public opening. |

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| 16 | Section 1.2 | 2-3 | Reference is made to previous research conducted by the DHCC in collaboration with the University of Delaware Center for Applied Demography and Survey Research. Are similar studies presently in process, or planned for the time period that coincides with the subject work of this RFP? If so, will the selected bidder participate in this survey work and have input as to the scope of the research? | DHSS is currently engaged in an environmental scanning exercise which will review previous research. |
| 17 | Section 1.2 | 2-3 | Background Research (Section 1.2, page 2-3) a. Has the Delaware Health Care Commission, the State Health Care Reform Committee, DHSS/DMMA, the Department of Insurance or other relevant state agency done any of its own analysis with respect to the operational and administrative costs of health care reform? b. Have they requested research and analysis separate from the scope of work included in this RFP that is expected to be completed and available to the consultants during the period of the contract? If so, what are the reports or analyses? How will the State make them available to the consultants? c. Are there other organizations, in addition to the University of Delaware, who are collaborating with the department or independently have data available for the analysis? d. What is the form of the data and reports on the existing Medicaid and CHIP population? (e.g., actuarial reports, claims summary reports, detailed eligibility and claims/encounter data). Who are the current vendors, including consulting actuaries? What will be the process for obtaining the data? | Yes, the State has conducted some preliminary analyses related to the impacts and costs of some aspects of health care reform. As noted in the answer to Question 16, the State is also engaged in an environmental scanning exercise. All such information will be shared with the successful bidder. |

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| 18 | Section 2.1.1 | 4 | Please elaborate on the types of conferences the Vendor will need to attend. Does the State intend for this reference to be to State-specific conferences, or is the State requesting the Vendor identify and attend national conferences where Exchanges will be a topic? If national conferences, will the State cover the costs of attendance? | The vendor will be expected to attend national conferences as appropriate. The cost of attending these conferences would be covered by the State. |
| 19 | Section 2.1.2 | 4 | Please describe whether the state envisions that stakeholder involvement, referenced on p. 4, would be fulfilled through stakeholder members participating on each workgroup or a dedicated stakeholder workgroup. | Stakeholder involvement will take place through participation in the various workgroups and public presentations. The state does not envision a dedicated stakeholder workgroup. |
| 20 | Section 2.1.2 | 4 | Stakeholder Involvement (2.1.2) i. What is the expected structure of the workgroups (number/scope of issues)? How are members of the Steering Committee expected to participate in the workgroups? ii. Please describe the relationship between the deliverables and the work of the stakeholder workgroups. Will the tasks associated with this Contract be used as the foundation for each workgroup's deliberations? Will the research tasks and recommendations (for example, The Health Benefit Exchange Report which includes written recommendations and draft implementation plan) be expected to incorporate workgroup input? Will the stakeholder workgroups issue separate reports? iii. How many workgroup meetings are expected during the planning process covered by the RFP? iv. Will all of the workgroup meetings be held at a single location (city) or in multiple locations across | Additional information regarding the various workgroups can be found in the application materials which are attached. The State is flexible and will work with the vendor in developing the best approaches to meeting logistics and coordinating workgroup activities with project deliverables. |

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| 20 Cont'd | Section 2.1.2 | 4 | <p>the state, and if the latter have those locations yet been determined? Will the Contractor be responsible for any facility costs associated with workgroup meetings, e.g., building rental or refreshments?</p> <p>v. Does the State anticipate that workgroup participants are able to participate remotely using virtual technology and if so will the State provide conference lines and WebEx-like facilities or are these costs to be factored into the Bidder's proposal?</p> <p>vi. What is the expectation for stakeholder/Steering Committee participation in the 5-10 public meetings?</p> <p>vii. Does the State anticipate that public meeting participants be able to participate remotely using virtual technology? If so, will the State provide conference lines and WebEx-like facilities or are these costs to be factored into the Bidder's proposal?</p> | |
| 21 | Section 2.1.3 | 4-5 | What other departments in the state would be engaged in design of the Health Benefits Exchange? | Other departments include, but are not limited to, the Department of Insurance, the Department of Technology and Information, and the Office of Management and Budget. |
| 22 | Section 2.1.5 | 5 | What preliminary ideas does DHHS/DMMA have about how developing its own exchange or a regional exchange? | The State is open to consideration of all options. |
| 23 | Section 2.1.7 | 6 | Section 2.1.7 mentions the state is conducting a Medicaid Information Technology Architecture (MITA) self-assessment. When will the self-assessment be completed? | The draft MITA SSA was completed on November 17, 2010. |

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| 24 | Section 2.1.7 | 6 | The RFP indicates initial planning activities include a review of existing systems in the state. For the purpose of planning time to conduct this review please provide a list and brief description of each system to be included in the review. | At a minimum, the State anticipates review of the Delaware Client Information System (client eligibility system for TANF, SNAP, Medicaid, CHIP, Child Care) and the Medicaid Management Information System. |
| 25 | 2.1.7 | 6 | Does the State have a separately retained technical contractor? How is the State currently undertaking the efforts described in the 2nd paragraph of p. 6 (e.g., MITA self-assessment)? | The State is working with a separate technical contractor in completing the MITA SSA. |
| 26 | 2.1.7 | 6 | Technical Infrastructure (Section 2.1.7). i. What is the scope of the Medicaid Information Technology Architecture (MITA) self-assessment that the state is currently undertaking? Does it include components for the analysis for program integration (eligibility criteria, uniform data sources, technology compatibility) in Section 2.1.3? ii. Please provide a list of the systems the consultant is expected to review to determine infrastructure inter-operability. iii. Can the State specify or inventory the technical documentation that will be made available to the Contractor for conducting its technical review of the states technology systems/architecture? iv. What web-based consumer information sources does DOI and DHSS/DMMA currently make available or that are under development? Is there a current scalable portal for other services? If so, what is current architecture and platform? | Please see the answer to Question 24. The State will work to provide all necessary technical documentation to the successful bidder. |
| 27 | Section 2.1.8 | 6 | Please confirm that the "subsequent activities" that will be further defined into operational requirements are outside the scope of work for this RFP. | No. The State anticipates a draft implementation plan will be included in the final HBE Report. |

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| 28 | Section 2.1.9 | 6-7 | Legislative, Regulatory and Policy Actions (Section 2.1.9) i. Please clarify the scope and level of review expected for these services, as they would seem to require the services of a Delaware-based attorney. Is this a high level input into the types of capabilities and authority that will be needed to be put into laws and regulations, or a formal drafting of legislation and regulations for the legislative agenda? ii. Does the State intend, or has DHSS/DMMA already engaged outside legal counsel to advise on federal regulations in regard to implementing health care reform? | The State anticipates a high level review that will support recommendations for enabling legislation and regulatory action. |
| 29 | Section 2.2 | 7 | Are bidders to address these potential tasks in their proposed approach and include them in their costs proposals? | Bidders should address their experience and capacity to undertake these (RFP section 2.2) or similar tasks. It is not necessary to include these items in the cost proposal. The State may choose to negotiate contract amendments for additional tasks. |
| 30 | Section 2.2 | 7 | On page 7 in Section 2.2, the State lists "Other Project Activities Related to Planning and Implementation of Health Benefit Exchange and Health Care Reform May Include." Please confirm whether our understanding is correct - that Section 2.2 represents activities for which the State might additional negotiate to have the vendor perform. | See the Answer to Question 29. |
| 31 | Section 2.2 | 7 | What role will state personnel play in the development of Medicaid waivers, Federal Approval Documents, and Grant Applications? | Until the need for such documents is determined, the State can not specify the distribution of effort between state personnel and contractor staff. |
| 32 | Section 2.2 | 7 | i. Has DHSS, or any other department, applied for any federal grant monies to support health care reform efforts? If yes, which ones were received and what amounts? ii. Will award of this contract preclude the successful consultant from proposing subsequent RFPs, such as components of implementation? | i. Yes, DHSS and the Department of Insurance have both received other federal grants under the Affordable Care Act. ii. See the answer to Question 3. |

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| 33 | Section 2.2 | 7 | RFP section 2.2 lists five other project activities related to planning and implementation of the Health Benefit Exchange and Health Care Reform that may be included in the project. For the purpose of developing the hours estimate and cost proposal, should bidders assume these activities are included? | See the answer to Question 29. |
| 34 | Section 2.3 | 7-11 | <p>Deliverables (Section 2.3)</p> <p>i. "The selected vendor must establish and maintain a shared site that can be used by state/project staff as designated by DHSS to view this information." What is the expected interface for the shared site?</p> <p>ii. "The vendor must submit these document (meeting materials, agendas, presentations, etc) s in a timeframe and content format and media approved by the state." Does the State have an established policy and protocol or will this be developed jointly with the consultant?</p> | <p>i. See the answer to question 36.</p> <p>ii. This will be developed jointly by the State and the vendor based on the needs of a particular meeting.</p> |
| 35 | Section 2.2, Section 2.3.1 and Section 2.3.2 | 7-11 | Does the Technical Proposal need to include specific responses to Sections 2.2, 2.3.1 and 2.3.2 or were these items included to inform potential bidders of the types of activities and deliverables that may or will be requested as part of the overall scope of work (with some items may occurring during optional renewal years of the contract)? | See the answer to Question 29. |
| 36 | Section 2.3.1 | 7 | The RFP states that the selected vendor must establish and maintain a shared site that can be used by state/project staff as designated by DHSS to view project tracking progress, status of task completion, issues, and issue resolution. Is it the state's expectation that the vendor coordinate with the state's IT department to develop a shared site on the state's system as opposed to a stand-alone website? | The State envisions that the workplan/tasks associated with this project will be developed using MS Project (or some other software.) (Note: the proposal will include a workplan that may be in Word format, but will be converted to project tracking software at the beginning of the project). During the project, this plan should be available for on-line inquiry to any person working on the project. The bidder can either propose a stand alone web site or offer to work with the State IT department to develop an acceptable tracking mechanism. |

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| 37 | Section 2.3.1 | 8 | Is it reasonable to assume that the HBE Report referenced on page 8 will be due at or near the end of the initial engagement period of September 2011? | Yes |
| 38 | Section 2.3.1 | 8 | Can you elaborate on what you mean by "Legislative Agenda and/or Regulatory Agenda", with as much detail as given for Sections 2.3.1.1 - 2.3.1.5, 2.3.1.7, and 2.3.1.8? | See the answer to Question 28. |
| 39 | Section 2.3.1 | 8 | Number 5 of the mandatory deliverables is the establishment and maintenance of a "current information clearinghouse..." Can the State please provide additional information on its vision for this clearinghouse? For example, would the clearinghouse be housed online and accessible to the public, limited to internal use only and accessible via the State's intranet, housed on Vendor servers but made available to State staff, etc.? | Most information should be accessible to the public to facilitate stakeholder involvement. There may be a subset or working documents that would be internal and, therefore, accessible via the intranet. The State desires a clearinghouse that can be operated and maintained by the state after the vendor's responsibilities under the contract have ended. |
| 40 | Section 2.3.2 | 10 | Section 2.3.2 states that the successful vendor may need to produce targeted research reports as directed by the State. The RFP does not include any indication as to the number or scale of such projects should they be desired by the state, however there is a budgetary cap on the award amount. Please clarify. | See the answer to Question 29. |
| 41 | Section 2.3.2 | 10 | Are bidders to address these potential deliverables in their proposed approach and include them in their cost proposals? | See the answer to Question 29. |
| 42 | Section 2.3.2 | 11 | On p. 11, the State's list of deliverables, the State notes that various reports could be required of the consultant. Could the State provide some examples of what additional reports could address? | The State cannot be more specific at this point in time. |

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| 43 | Section 2.4 | 11 | On p. 11 under 2.4, the State lists several consultant roles (e.g., Consultants 1 - 4 and additional consultant support/content experts) -- is it the State's expectation that each of these roles be staffed by unique individuals or could the consultant structure the project team as it seems appropriate to meet the State's needs? | The consultant has flexibility to structure the project team in the way it feels would best satisfy the goals of the project. A single individual may be able to serve more than a single role in the project. |
| 44 | Section 2.4 | 11 | Please define risk management expertise desired by the state that is referenced on p. 11 under 2.4. "Consulting Staff Requirements." | The State does not know if risk management will be an important focus in the project. In the health insurance industry, risk management could involve such things as adverse selection, risk adjustments to premiums and capitation rates, contract arrangements that involve risk corridors, stop loss arrangements, medical loss ratios, etc. |
| 45 | Section 2.4 | 11 | Has the Department identified other participants/members on the four Workgroups referenced in Section 2.4 on page 11 and can a list of participants be provided? Are these Workgroups currently in existence? If a list of Workgroup members is not available, can the Department elaborate on the desired/expected composition of these respective Workgroups? | The State has begun the process of forming workgroups but anticipates refining the workgroup structure/composition with the consultant. |
| 46 | Section 2.4 | 11 | Is the Primary Bidding firm required to have "Consultant 1 - Project Manager/Administrator - Consulting Lead" role as an in-house staff person, or can the Primary Bidding firm subcontract that position? | That position could be sub contracted. |

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| 47 | Section 3.2 | 11 | <p>The proposal submission requirements include two (2) complete sets of CDs (labeled as "Original") and six (6) complete sets of CDs (labeled as "Copy"). We understand there is a requirement to provide files in both a PDF and a Microsoft Word format (or additional file format required as requested).</p> <p>A. Should all CDs include both the PDF and the Microsoft Word formatted (or additional file format required as requested) files?</p> <p>B. What is the difference between the "original" and the "copy" CDs? Should the original CDs and the copy CDs contain all of the same documents?</p> <p>C. Please provide the required forms (Bidder's Signature Form, Compliance Form, etc.) in a Microsoft Word format.</p> | <p>A. All CD's should include all of the required PDF and Microsoft Word and other specified files.</p> <p>B. There is no difference between the "Original" CD's and the "Copy" CD's from a bidder's perspective except for those labels. The distinction is only relevant to their distribution within the State.</p> <p>C. The State does not provide the referenced forms in Word format as the State could not control content of the forms.</p> |
| 48 | Section 3.2 | 11 | <p>Should the Cost Proposal and the Technical Proposal be presented on the same CD, or does the State require the Cost Proposal to be presented separately? Section 5.3 requires a separate file for the Cost Proposal, but does not specify if it should be included on the same CD as the Technical Proposal, or whether it is to be presented on a separate CD. A. Should all CDs include both the PDF and the Microsoft Word formatted (or additional file format required as requested) files? B. What is the difference between the "original" and the "copy" CDs? Should the original CDs and the copy CDs contain all of the same documents? C. Please provide the required forms (Bidder's Signature Form, Compliance Form, etc) in a Microsoft Word format.</p> | <p>The cost proposal and the technical proposal will be on the same CD, but in different files. Also see the answer to questions 47 and 49.</p> |

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| 49 | Section 3.2 | 11 | The Cost Proposal and Financial Sections are to be submitted in separate files. Would it be the state's preference to have each of the remaining Sections (1, 2, 4 (Appendix A and B)) of the proposal submitted in separate PDF/WORD files or could they combined in one document? Additionally, does the state prefer to have the subsections submitted in separate PDF/WORD files? | Looking at page 44 of the RFP, the State suggests (but does not require) the following: Section 1 of the Proposal, each of the items specified in that section should be a separate file (and actually, each document would be in a Word and PDF file). In Section 2 of the Proposal, everything in that section could be in one file (i.e., all in one PDF file and one Word file). Section 3 of the Proposal would be one Excel file with two tabs. There could also be a Word file if the bidder wants to provide any narrative document with the cost proposal. And there could be a separate PDF file if the bidder chooses to provide the cost information in PDF in addition to Excel. In Section 4 of the Proposal, the resumes could all be in a single Word file (i.e., with a PDF version also). Resume's should have personal identifiers (private phone numbers, private addresses, social security numbers, etc) redacted. The other documents in section 4 are probably best left up to the bidder to determine what files are needed. |
| 50 | Section 3.2 | 12 | The RFP states "The following item, if required in response to this RFP, are to be submitted on one (1) additional set of up to three (3) CDs (Labeled as "Corporate Confidential Information")." Please clarify what "up to three (3) CDs" mean. Will one CD be acceptable? | One CD is acceptable. |
| 51 | Section 4.12 | 16 | Please confirm that this insurance information is required after contract award and not required to be included in the proposal. | Insurance information referenced in 4.12 is not required to be part of the proposal, but the proposal should indicate the bidder is prepared to comply with this requirement. |

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| 52 | Section 4.1 | 15-19 | <p>Terms and Conditions (Section 4.1 to 4.26, pages 15-19)</p> <p>a. Length of Contact (Section 4.5): The contract term is identified as eight months – February 1, 2011, through September 30, 2011 – with an option to renew through December 31, 2014 Please clarify what the State's expectations are for work after the initial contract term. Please confirm that the available budget for this Contract (\$725,000) is limited to the Scope of Work/planning tasks that are covered by the draft work plan through September 30.</p> <p>b. Method of Payment (Section 4.13) "The total amount of the 20% withholding will be paid to the vendor after the final report (Delaware Health Benefit Exchange (HBE) Report) is presented to the State and approved by the State". Please provide more specific information regarding acceptance criteria and the "approval" process? Will the State commit to a 30 day time limit to approve the report after it is delivered and presented to the state?</p> <p>c. Proposal and Final Contract (Section 4.17). Where and in what form should any objections or exceptions to the contract terms be indicated? In particular, will you consider a modification to the indemnification clause and inclusion of a limitation of liability?</p> <p>d. General Reporting Requirements (Section 4.22) "Projects funded by the Division may be required to submit Program and Financial Reports." Please specify the level of detail that may be required.</p> | <p>a. The major initial focus is on the HBE planning project. The \$725,000 budget is only for the HBE planning project through September 2011. However, the State anticipates that there will be other major activities and projects that will require very similar kinds of consulting expertise related to health benefit exchanges as well as many other aspects of health care reform. These other projects may be defined and need to be started during the planning project or may follow on after the planning project. Once other projects have been identified, the State may work with the selected vendor to define the project scope of work and obtain a proposal and cost estimate as an amendment to the contract.</p> <p>b. The State will commit to either accept the draft report or give feedback on desired changes within 30 days calendar days. The State hopes to expedite the review and finalization of the report much more quickly.</p> <p>c. See the answer to question 57. The proposal should clearly state what changes are desired.</p> <p>d. Other than reports mentioned in the RFP and particularly in section 2 of the RFP, the State does not currently have any other reports in mind.</p> |

| 53 | Section 4.24 | 19 | This section speaks to the written contract with the State. Can bidders submit suggested alternate contract language for the State to consider as part of their proposal? | See the answer to question 57. |
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| 54 | Section 4.19 | 18 | In regards to page 18, Section 4.19, do fully executed subcontractor agreements need to be submitted with the proposal or will Letters of Commitment/Intent to Subcontract signed by both the primary bidder and the selected subcontractor suffice for purposes of the proposal phase? | Letters of Commitment signed by both parties will be sufficient for purposes of the proposal. The letter should include a commitment of any staff who are identified on Cost Proposal Form #1. The Letters of Commitment should be incorporated into the proposal anywhere in Section 1. |
| 55 | Section 5.1.6 | 20 | Should the list of State of Delaware contracts (page 20 Section 5.1.6. and Attachment B, page 52) include a subcontractor's contract(s) with the State of Delaware or is this form limited to the contracts associated with the primary bidder only? | The primary bidder is required to complete the Notification to Bidders – Contracts With State Agencies Form. Information about sub contractors can be provided if the bidder chooses to include that information. |
| 56 | Section 5.1.6 | 20 | If Subcontractors to the primary bidder are included in the Notification to Bidders form (page 20 Section 5.1.6. and Attachment B, page 52), should only contracts where the respective subcontractor was primary be listed or should the respective subcontractor list all contracts that they were also a subcontractor to another primary firm? | See the answer to question 55. |
| 57 | | 21 | If the primary bidder seeks modifications to the terms and conditions (page 21), do these modifications need to be delineated within the proposal or will the Department be willing to negotiate modifications with the selected contractor during the award process? If requested modifications are to be included in the proposal, what part of the proposal does the Department want these modifications to be listed in? | Include a section/tab in the Technical proposal entitled "Acceptance of General Instructions and Terms and Conditions and Standard Boilerplate." In that Section provide a clear statement(s) of any exceptions the bidder may have to any of the specific provisions of any of these documents. |

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| 58 | | 21 | On page 1 of the RFP indicates a desire that the successful contractor have the ability to access firms and individuals with the necessary skills and subject matter expertise on an as-needed basis and page 22 references a need to list all staff who will be assigned to the project. In developing our response, do we need to specifically name every individual that might provide services under this engagement or do only primary consultants need to be listed and included in the cost proposal? | The bidder's proposal should focus primarily on the specific staff who will be committed/ assigned to work on the Delaware project and those people should be shown on Cost Proposal Form #1 in addition to being discussed in the Technical proposal. The bidder may also mention in the Technical proposal other staff (or types of staff) that are available to assist the project if necessary. The state is relying on the expertise of the bidder to determine what staff will definitely be necessary for the Delaware project and included on Cost Proposal Form #1 versus what staff or expertise the need for whom is uncertain. Also see the answer to question 68 f. |
| 59 | Section 5.2.1 | 21-22 | Under Section 5.2.1 on pages 21-22 it says that "similar information should also be provided for any subcontracted companies." Please confirm that the similar information on subcontractors to the primary bidder is limited to #5 of Section 5.2.1. | The "similar" information provided for sub contractor entities would be the information requested in paragraphs 3, 4 and 5 of section 5.2.1. |
| 60 | Section 5.2.2 | 22 | On page 22, Section 5.2.2 item #3 the primary bidder is required to designate a "Project Manager". Can this person be the same person who is listed as the "Consultant 1 - Project Management/Administrator - Consulting Lead" listed on page 11? If not, what are the Department's expectations for the different roles/responsibilities between the "Project Manager" and "Consultant 1 - Project Management/Administrator"? | Yes. Those two sections of the RFP are describing the same position. |
| 61 | Section 5.2.2 | 22 | For paragraph three of this section, can the State confirm that the number of hours assigned to each person on the project will be used as a high level estimate for the purpose of planning only? | The State expects that any staff person bid on the project for the number of hours specified on Cost Report Form #1 will absolutely be available to work on the Delaware project for that number of hours during |

| | | | | the February through September timeframe. |
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| 62 | Section 5.2.2 | 23 | For paragraphs five through seven of this section, with regard to an individual's experience with previous projects, does the State want this information to be included as part of the Technical Proposal as well as in the resumes for Appendix A? | See the answer to question 66. |
| 63 | | 23 | On p. 23, the State notes that "The vendor/company should have the automated systems capacity... to analytically process large data sets..." Please confirm that the State is referencing capabilities such as using Excel, SPSS, Stata, and SAS. If not, please described the desired capabilities | The State does not know if there will be a need to analyze large data sets. Keeping in mind that Delaware is a small state, but also the potential that regional analyses may be required, datasets may include claims payment data, Medicaid client data, data on the uninsured/undeinsured, census data, etc. |
| 64 | | 24 | Please describe the role envisioned for full time State manager associated with the project, referenced on p. 24. Please confirm this individual is the same as the State project director references on p. 8. Also, please describe the level of involvement of other State staff in this project. | The State is in the process of hiring a full time project director who will be dedicated to this project. This DMMA staff person (referenced on both p.8 and p. 24) and one administrative support staff will be the only staff dedicated to the project. Other State staff will participate as needed.. |
| 65 | Section 5.2.4 | 24 | Are the required references in Section 5.2.4 on page 24 limited to the primary bidder only? Should the proposal include references for the primary bidder's subcontractors in response to Section 5.2.4 on page 24? | The requirement in this section of the RFP refers to the primary bidder. However, references for the sub contractors may be provided if the bidder chooses to do so. |
| 66 | Section 5.2.4 | 24 | Can references submitted for this section be the same as those used for individual staff members in prior sections? | The State envisions that the proposal will have resumes together in one place and that other sections of the proposal that discuss staff will summarize or highlight their expertise. The resumes will be considered part of the technical proposal and |

| | | | | available to the State's technical proposal review group. However, the resumes could be duplicated if a bidder chooses to do so. |
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| 67 | Section 5.2.5 | 24 | <p>The RFP indicates that the State will provide one FT manager and one FT administrative support person to this project.</p> <p>A. Will the State manager be the State's lead project manager for this project with final decision-making responsibilities?</p> <p>B. If yes, has this individual been identified? If yes, please provide the background of this individual and expand upon his/her responsibilities in this role.</p> <p>C. In addition to the State manager, will other senior management officials be involved in leading this effort and making decisions based on the selected contractor's recommendations?</p> <p>D. Is there a steering committee or other high level task force focused on the overall efforts of healthcare reform and specifically health benefit exchange planning that is comprised of leaders from the various affected agencies across the State?</p> | <p>A. The State's project manager will facilitate the State's decision making process. Depending on the issue, the decision maker could be the project manager, the Director of DMMA, the Secretary of DHSS, the Governor and possibly others.</p> <p>B. The State's project manager has not yet been hired.</p> <p>C. Yes.</p> <p>D. Yes and this is discussed in the RFP.</p> |
| 68 | Section 5.2.5 and Attachment A | 24, 40-42 | <p>State Staffing Requirements (Section 5.2.5, page 24). and Attachment A: Cost Proposal (pages 40-42</p> <p>a. What will be the role of the State FT Project manager and administrative support person in relationship to the contracted vendor responsibilities, including project organization, project management, scheduling internal and external meetings, and other activities?</p> <p>b. Please describe the role of other Delaware Health and Social Services, Division of Medicaid and Medical Assistance (DHHS/DMMA) staff in the engagement, including participation in stakeholder meetings, data acquisition and analysis, and other, as appropriate.</p> | <p>a. The State's project manager will be working closely with the contractor's project manager and staff on all aspects of the project.</p> <p>b. We expect that various staff in DMMA will be involved in different aspects of the project. We cannot be more definitive until the project is underway and we determine what the specific needs are.</p> <p>c. The state expects to provide space for contractor staff when they are on site in Delaware with phone access. The state can probably also arrange internet access although in many cases, consultants have lap tops with mobile broadband or other internet access.</p> <p>d. The State will determine what is necessary in the way of supplies and will provide binders, folders,</p> |

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| | | | c. Will the state provide dedicated space, internet | paper, staples, etc. and will make copies of |
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| 68 Cont'd | Section 5.2.5 and Attachment A | 24, 40-42 | <p>connections, telephone and other administrative and infrastructure support to the consultant team? Will the space be located within the DHHS/DMMA offices?</p> <p>d. "The State will be able to make copies of documents prepared by the contractor as necessary for meetings". Will State support for document preparation include associated supplies, such as binders and folders? Please provide guidance on the extent of supplies and other miscellaneous costs that may be covered by the State and therefore may be considered an offset to miscellaneous costs to be included in Cost Proposal Form #1.</p> <p>e. Will the state be responsible for the cost of stakeholder meetings? Will public facilities be available to use for the stakeholder meetings at no or low rental cost? If they will be the responsibility of the consultant, please provide guidance on the assumptions that should be used to develop the cost estimate as part of miscellaneous costs, including room and equipment rentals, beverage and snack service, number of attendees, and other.</p> <p>f. Given the broad nature of the consulting staff requirements (as indicated in Section 2.4), it is not possible to identify all potential staff who may work with the consultant leads. Please confirm that it is acceptable to submit hourly costs for other consultant support by staff level.</p> <p>g. Cost Proposal Form #2, Travel Costs. Will consultants be eligible for state per diem hotel rates, car rental or other discounts if they are lower than rates otherwise available to the consultant vendor? If so, please provide those rates for New Castle and</p> | <p>documents as the State determines is necessary.</p> <p>e. Meeting locations/rooms will be arranged by State staff and paid for by the State if there is a charge. This would include any equipment that may be necessary to facilitate the meeting.</p> <p>f. A bidder may identify other staff who could be assigned and who would have expertise in areas that may be needed to support the project, but are not being committed to the project. The bidder may provide an hourly rate for such staff. The bidder can decide where to mention such staff in the proposal, but not on Cost Proposal Form #1. Form #1 must identify people that the bidder will commit to the project.</p> <p>g. The State does not have a role in decisions made by hotel chains, car rental agencies and other vendors about their "government rate" policies.</p> <p>h. The amount of trips that will be required is unknown. The number of trips and length of trips shown on Cost Proposal Form #2 is just an estimate that was developed during the preparation of the State's Federal grant application. The State has an interest in gauging how much of the project funds may need to be allocated to travel costs and Form #2 provides a useful tool to get some basis of comparison among bidders. Once the project is underway, the State and the vendor will jointly assess what travel is needed.</p> <p>i. We believe that CMS will be organizing/ sponsoring conferences related to Health Benefit Exchanges. Any number of other organizations may also sponsor conferences such as the National Association of Medicaid Directors. It is possible there could be</p> |

| | | | other locations where meetings may be expected to occur. | regional conferences if a group of states want to explore collaborating on a HBE.. Washington, DC may be a likely location. |
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| QUESTION NUMBER | RFP SECTION | PAGE | QUESTION | ANSWER |
| 68 Cont'd | Section 5.2.5 and Attachment A | 24, 40-42 | h. What are the expectations of DHSS/DMMA for on-site presence of consultant staff that may be in addition to the number of trips identified in Cost Form #2? i. Please clarify the expectation regarding consultant attendance at conferences (e.g., specific organization sponsorship, location). | |
| 69 | Section 5.2.6 | 24 | Does the State have a preferred format for the draft project workplan (i.e.: MS Project)? | The RFP, page 44, states that the required format for the workplan is Word and PDF. However, MS Project would be an acceptable and possibly a better alternative in some cases for the Workplan. |
| 70 | Section 5.2.6 | 24-25 | Please clarify the difference between item 1 in Section 5.2.6, Proposed Methodology and Draft Work Plan (page 24) regarding a draft project work plan and item 6 of that same section (page 25), which requires a proposal timetable, including a summary work schedule and Gantt chart at the task level. Can we combine these items? | Although it is misnumbered in the Table of Contents, this question refers to section 5.2.7 on page 25. Yes. Both sections refer to methodology and workplan and could be addressed in the proposal as a single topic. |
| 71 | Section 5.2.6 | 24-25 | Please clarify the difference between item 3 and item 4 in Section 5.2.6 on pages 24-25. Can we combine these items? | See the answer to Question 70. |
| 72 | Section 5.2.6 | 24-25 | Should the response to Section 5.2.6 on pages 24-25 include narrative (e.g., a couple of pages regarding approach/strategy) specific to each of the planning activities listed in Sections 2.1.1 through 2.1.9? | The State is looking for a work plan that will serve as a guide for the planning effort starting in February and ending on September 30, 2011. It seems reasonable that the work plan would correlate to the scope of work described in the RFP. |

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| 73 | Section 5.2.6 | 25 | Item 6 under Section 5.2.6 on page 25 refers to a GANTT chart at the "task level." Please specify what "tasks" are being referenced in this item. Are the "tasks" referring to the scope of work planning activities delineated in Sections 2.1.1 through 2.1.9 occurring from February through September 2011? | The State is looking for a plan and timeline that addresses the planning project between February 2011 through September 30, 2011. The "tasks" are what will be needed to accomplish the scope of work discussed in sections 2.1.1 through 2.1.9 in the RFP. |
| 74 | | 25 | Please confirm that the Cost Proposal Excel files (page 25) are to be included on the same CDs with the Technical Proposal files. | The Cost Report files can be on the same CD with the Technical Proposal files. The just need to be separate files. |
| 75 | | 25 | Are the Cost Proposal forms required to be submitted in both PDF and Word as well as Excel? | The Cost Report Forms must be submitted in Excel format. It is not required, but may be prudent for a bidder to also include the cost report forms in PDF format. There is no need to submit the cost report forms in Word format. |
| 76 | | 26 | Page 26 requires that the primary bidder submit audited financial reports (for a publicly held corporation) for the "most recent fiscal years." How many years does the State want to receive in regards to audited financial reports? | There is no specific requirement related to the number of years of financial data to be provided. The most recent two years of financial data would be reasonable. |
| 77 | Section 5.4 | 26 | For a privately held corporation, how many years worth of financial information need to be submitted in order to meet this requirement? | See the answer to question 76. |
| 78 | Section 5.4 | 26 | Should Appendix B, Delaware Business License or Form 501-c (Section 5.4, page 26) include a license/statement of intent from any of the primary bidder's subcontractors? | Yes. A proposed subcontractor should provide a Delaware Business License or a 501-c form or a letter of intent to obtain a Delaware Business License if required by Delaware law. |

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| 79 | Attachment A | 40 | To what extent will the estimate for Travel Costs impact the scoring of the bidder's Cost Proposal since it is not included in the \$725,000 cap? | The travel costs will be evaluated as part of the Cost Proposal and the Cost Proposal accounts for a maximum of 15% of the overall score. Within that 15%, the major consideration for awarding points will be the data on Cost Proposal Form #1. The points awarded based on the Travel Cost information will be relatively small. |
| 80 | Attachment A | 40 | Item 5 of Cost Proposal Form #1 specifies team organization and requests pricing for each specified role. Is there flexibility in team construction and can we potentially recommend an alternate team structure? | Regarding Attachment A: Cost Proposal, Cost Proposal Form #1 - Consultant Costs, #5 -- a proposal must specify an overall project manager/administrator. Beyond that, a bidder can suggest an alternate team structure, but in this case, the proposal should make clear how all of the elements/functions of the planning project will be accomplished by the alternate team structure. |
| 81 | Attachment A | 40 | Please confirm whether travel costs are to be included in the \$725,000 allocation for this project? | No. Travel costs are not part of the \$725,000 cap on Cost Form #1. |
| 82 | | 42 | Cost Proposal Form #2 requests travel costs. Can we specify these costs on a consulting role by consulting role basis.....or are only averages allowed irrespective of role? | Only averages are allowed. The bidder should consider the mix of staff bid on the project, the number of hours each is expected to participate and make some judgment who would be more likely and less likely to travel to Delaware and estimate an average travel cost. |

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| 83 | | 42 | For the Cost Proposal Form #2 on page 42, should the Travel Cost in the second column of the table be shown as a cost per day or as a cost per trip? For example, if the estimated travel cost for five full consecutive days is \$1500, should the number inputted in this column be shown as "\$1500 per trip" or "\$300 per day"? | For the example specified in the question, if the travel costs (basically transportation, meals and lodging) to have a single consultant on site in Delaware for five full consecutive days is \$1,500, then enter \$1,500 in the column headed: "Travel Cost (do not include any cost covered on Cost Proposal Form #1)", in the fifth row cell. |
| 84 | | 44 | Proposed Response Table of Contents under Section 2 on page 44 appears to be mislabeled. Should the Proposal Response Table of Contents be revised to delete the reference to "State of Delaware Contracts" and update the references for the subsequent items under Section 2 (so that Section 5.2.6 becomes 5.2.5 and 5.2.7 becomes 5.2.6)? | See the answer to question 85. Any contracts with State of Delaware agencies will be listed on the "Notification to Bidders" form which must be in Section 1 of the bidders proposal with Required Forms and Transmittal Letter. That will satisfy the requirements of Section 5.2.5. In Section 2 of the bidders proposal, the bidder may just make a note that State of Delaware contracts are covered on the Notification to Bidders form in Section 1 of the proposal. |
| 85 | | 44 | RFP section Attachment B – There is a discrepancy between RFP Section 5 and the Proposal Response Table of Contents. Please resolve this discrepancy. | The RFP Table of Contents on page iv should have inserted after 5.2.4: 5.2.5 State of Delaware Contracts. The existing references to 5.2.5 and 5.2.6 should be changed to 5.2.6 and 5.2.7 respectively. |
| 86 | | 46 | On page 46, if the primary bidder is not a minority or women business enterprise or does not wish to be considered for one of the classifications listed on the form does the form still need to be notarized? | No, in this case the form does not need to be notarized. However the form must still be submitted bearing indication the classifications are not applicable to the primary bidder. |

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| 87 | | 46 | On page 46, if the primary bidder is not a minority or women business enterprise, but a subcontractor to the primary bidder is a current minority or women business enterprise, should the primary bidder have the subcontractor complete this form as part of the primary bidder's response proposal? | The MWBE certification form is applicable to the primary bidder only. The primary bidder is free to indicate the MWBE status of proposed subcontractors within the core of the proposal. |